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## INSTRUCTIONS FOR COMPLETING FORM FS-315 EFFICIENCY REPORT

### 1. PERSONNEL RATED AND DISTRIBUTION OF COPIES

Form FS-315 shall be used to report on the performance of Foreign Service Officers, Foreign Service Reserve Officers, Foreign Service Staff Officers Classes 1-10 and Civil Service Officers, i.e., all Civil Service employees in grades GS-7 and above except secretaries GS-7 and GS-8. When reporting on Foreign Service personnel, two copies of the report shall be prepared, the original of which is to be forwarded to the Department and the other retained in the post's files. When reporting on Civil Service personnel, three copies of the report shall be prepared, the original of which shall be forwarded to the Personnel Operations Division. The duplicate is to be retained by the administrative officer and the triplicate is to be given to the officer rated.

### 2. GENERAL INSTRUCTIONS

#### 2.1 Designation of Rating Officer

The Rating Officer should normally be the immediate supervisor of the officer being rated. If special circumstances make it necessary for another officer to prepare the report, an explanation should be provided with the report.

#### 2.2 Basis of Rating

The performance of the officer being rated is to be evaluated on the basis of realistic standards of performance for the duties and responsibilities assigned to and performed by the officer during the rating period. All officers, both Foreign Service and Civil Service, are to be rated on Parts I through V in accordance with the instructions for each Part. Please note that in completing Part IA for Foreign Service Officers a description of duties is required, while for Civil Service Officers a statement of performance requirements, or standards, is required. All officers are to be rated on all personal qualities in Part II and on those factors in Parts III and IV that are pertinent to the duties and responsibilities of the position to which they were assigned during the rating period. Part V is to be completed on all officers in accordance with the special instructions for that Part. Please note that in evaluating Performance in Part V, Civil Service Officers are to be rated against the performance requirements stated in Part IA. Any questions relating to the functions discussed under Performance for Foreign Service Officers that are pertinent to the Civil Service Officer's position should also be considered in rating the Civil Service Officer. Evaluation of Civil Service Officers on those items in Part V other than Performance, which do not have a direct relation to performance in the officer's position, are to be used in connection with consideration for promotion, training, career development, etc., and are not considered part of the performance rating per se. Also note that some items in Part V, such as Representation and Family, are not

Officers. An overall evaluation shall also be completed on Civil Service Officers in accordance with the provisions of the Performance Rating Act of 1950. (See Page 4 of Form FS-315.)

#### 2.3 Rating Standards

All officers should be evaluated on the basis of realistic standards of acceptable performance, including the technical or substantive requirements of the position and those personal qualities, conduct and other factors which are required in the performance of his duties and responsibilities or which are essential to all officers of the Department or the Foreign Service, as appropriate. In addition, the proficiency of a Foreign Service Officer should be compared with that of other officers in the same class with the same responsibilities. However, it is realized that at times Rating Officers, especially those at smaller posts, may find it impossible to make such a comparison. Consequently, the Rating Officer must consider (1) whether the officer has exceeded or fallen short of what he considers to be an acceptable standard of performance, (2) whether the officer's class level is above or below the classification grade of the position he occupies, and (3) how the officer's performance compares with that of other officers doing similar or related work.

#### 2.4 Copying Old Reports

In the past, Rating Officers have sometimes repeated entire paragraphs from reports covering previous rating periods. If a Rating Officer has no change to report in what he has previously reported, he should so state. However, it would appear unlikely that an officer's performance would not vary over a period of several months sufficiently to warrant some changes being made in the numerical and narrative parts of the report.

#### 2.5 Disclosure

It is the intent of the Department of State that efficiency reports, as well as Reviewing Officers' statements, prepared on all officers shall be discussed with and read by the Rated Officer. This rule shall be followed in all cases involving ratings of Civil Service Officers, who shall receive a copy of the report. In the event circumstances have made it impossible or unwise for a rated Foreign Service Officer to read his report, a full explanation thereof shall be supplied. Completed reports on Foreign Service personnel are designated Limited Official Use, and copies thereof are not available to Foreign Service employees for their retention.

### 3. DETAILED INSTRUCTIONS FOR COMPLETING PARTS I THROUGH V

Ratings of factors listed in Parts IB, II, III and IV are to be recorded in terms of six levels. Six is the maximum rating. In rating Foreign Service Officers a rating of six should be assigned only on those factors in which the indi-

viduals being rated are clearly outstanding within their class in a particular characteristic or assignment. In rating Civil Service Officers a rating of six should be assigned only when the officer's performance is clearly outstanding and worthy of special commendation with respect to the particular personal quality or factor. One is the minimum rating, and should be assigned only when the officer (FS or CS) clearly fails to meet the requirements for the particular quality or factor. Most officers should be rated at the three or four level on most items. The following standards shall be applied in evaluating officers' qualities or factors in terms of six levels: (1) Fails to meet requirements; (2) Meets most basic requirements, but is deficient in one or more important respects; (3) Meets basic requirements; (4) Exceeds basic requirements; (5) Is superior in every important respect; (6) Is outstanding in every respect.

Prior to commencing preparation of efficiency reports, Rating Officers should review carefully instructions given below.

### 3.1 Part I--Evaluation of Duties Performed

#### 3.1A Description of Duties and Performance Requirements

Rating Officers evaluating Foreign Service personnel should follow instructions found on the form. For positions the functions of which are less well known, do not merely give a title. For example, the position of "Special Assistant" to the Ambassador or to other high-ranking officers needs full explanation of the Special Assistant's duties.

In rating Civil Service Officers, prepare a statement of the knowledge, abilities, skills and other factors which constitute the major requirements for satisfactory performance of the duties and responsibilities assigned to the officer. Performance requirements should be stated in terms of quality, quantity, manner or other terms which establish a standard of performance. They are not merely a statement of duties. The officer's performance will be rated against these requirements in Part V.

#### 3.1B Performance Evaluation by Position Functions

Follow instructions on the form. Avoid marking all factors and qualities at the same level. Remember to indicate the percentage of time spent on different functional categories and subcategories. For purposes of uniformity the functional categories and subcategories listed below should normally be used.

**ADMINISTRATION:** Personnel, Budget, Fiscal, Organization & Management, Protocol (Immunities, Privileges, Arrangements), Records Administration, Communications, General Services, Courier and Pouch, Staff Aide, Foreign Buildings, Realty, Security, Translating-Interpreting, Training--General; Training--International Studies; Training--Languages; Training--Management; Training--Consular; Training--Clerical.

**COMMERCIAL:** Negotiation, Commercial Policy, Representation and Reporting, Trade and Investment, Trade Opportunities.

**CONSULAR:** Passport and Citizenship, Notarial, Protection and Welfare, Veterans, Shipping, Visa Services, Social Services and Welfare, including Escapee and similar programs.

**ECONOMIC:** Negotiation, Strategy (including East-West Trade), Military Relations, Finance, International Trade and Commercial Policy, Investment and Economic Development, Industrial Analysis, Community Policy, Agriculture, Petroleum, Minerals and Metals, Fuel and Power, Atomic Energy, Transport and Communications (General, Civil Air or Shipping), Telecommunications, Reporting and Representation (specific country or area), Reports Evaluation, Business Economics (Department only), Coordination and Direction (other agencies' programs).

**INTELLIGENCE:** Research on specific country or area, Economic, Labor, Minerals, Agriculture, Transportation, International Trade and Development, International Political Movements, Intelligence Collection, Editorial.

**INTERNATIONAL ORGANIZATIONS:** Negotiation, Reporting and Representation (see subcategories listed under Administration and Economic above, and Political below).

**LABOR:** Reporting and Representation (see subcategories listed under Administration and Economic above, and Political below).

**POLITICAL:** Negotiation, Strategy, International Political Movements, Politico-Military Relations, Executive Secretariat Services, Reporting and Representation (specific country or area), Coordination and Direction (other agencies' programs).

**PUBLIC AFFAIRS:** Press, Motion Picture, Radio, Television, Publications, Education, Public Liaison, Speech Writing, Distribution, Public Opinion, Cultural.

### 3.2 Part II--Personal Qualities

Mark in accordance with instructions on the form. For purposes of uniformity, the qualities are defined as follows:

No. 1 Ability. The officer's aptitude, capacity, courage and competence as a representative of the United States Government, either at home or abroad, as appropriate to the officer's assignment.

No. 2 Conduct. The officer's manner of conducting himself both at and away from the office. Does his conduct reflect credit on the Department of State and the Foreign Service?

No. 3 Industry. The degree of diligence habitually accorded any assignment or pursuit, and steady attention given to the business at hand.

No. 4 Dependability. Trustworthiness, reliability, punctuality, and capacity for doing what is expected at the proper time without specific supervision.

No. 5 General Usefulness. General utility to the post or office, involving not only the performance of his assignment but especially his ability to help others in an emergency or when otherwise required.

**No. 6 Judgment.** Officer's ability to make correct decisions and to time actions effectively without detailed instructions, to weigh importance and foresee consequences of various lines of action, and to seek advice from the right person at the right time and evaluate that advice correctly.

**No. 7 Ability to Get Along with Others.** Officer's business and social relationships, in and out of the office, with both Americans and non-Americans, his skill in dealing with others, and his sympathetic regard for their problems.

**No. 8 Tactfulness.** Officer's ability to perceive appropriate conduct and act accordingly in varying situations, his sense of discretion and fitness in personal relations, and his ability to correct, direct and advise employees and associates in a manner which elicits a cooperative spirit.

**No. 9 Initiative.** Officer's ability to recognize what action or steps are needed and his willingness and ability to take that action on his own responsibility without waiting for instructions to do so.

**No. 10 Resourcefulness.** Officer's ability to devise quickly appropriate means to accomplish a desired result, and his alertness in developing apt solutions with minimum of guidance.

**No. 11 Decisiveness.** Officer's ability to reach conclusions promptly, and his ability to determine a definite course of action.

**No. 12 Forcefulness.** Officer's confidence in his convictions, his ability to present a case in a convincing manner, and his courage and ability to meet resistance or inertia squarely.

**No. 13 Adaptability.** Scope and range of officer's attitude as demonstrated on the job, his ease in mastering new responsibilities, his capacity for anticipating need for shift of emphasis, his sense of changing circumstances and promptness in conforming with new professional and social patterns, and his adjustment to present working and living environments.

**No. 14 Cooperativeness.** Officer's attitude toward his assignment, supervisors, subordinates, the public, and the Department and the Foreign Service; his sense of organizational loyalty, his ability to adjust to administrative discipline, and his willingness to work with and for others.

**No. 15 Patience.** Officer's calmness and self-possession under stress, his ability to accept tedious unrewarding tasks with equanimity, and his sense of timing and capacity for composed waiting to achieve ultimately a desired effect.

**No. 16 Sense of Humor.** Officer's sympathetic awareness of natural frailties in himself and others, his flair for sensing the timing and appropriateness of introducing humor to relieve tension, pressure or emotional stress in trying circumstances; his capacity for fair self-appraisal, and his adjustment to present working and living environments.

**No. 17 Good Manners and Politeness.** Evidences of officer's courtesy, even temper, amiability and refinement.

### 3.3 Part III--Functional Factors

Follow instructions as given on the form. As an aid to accuracy and uniformity in rating, each of the factors is defined below. Use the "not observed" or "not pertinent" column where appropriate. It is quite possible for an officer to have demonstrated a high degree of competence in one factor while being considered below standard in others. Careful evaluation of each factor as a separate item will substantially increase the validity of the rating.

### FACTOR DEFINITIONS

**No. 1 Understanding of Administrative Practices.** Officer's familiarity with personnel procedures, space management, transportation, communications, supply, budget and fiscal matters, security, organization and management techniques, employee welfare programs, etc.

**No. 2 Understanding of Commercial Factors.** Officer's breadth of background and grasp of essential aspects of commercial factors, their significant implications and underlying principles, and their applicability to national and international trends, potentials and developments; his knowledge of area and country in which serving, or concerning which his position requires such understanding.

**No. 3 Understanding of Consular Duties.** Officer's knowledge of the laws and regulations governing the issuance of visas and passports and the performance of other consular duties.

**No. 4 Understanding of Economic Factors.** Officer's breadth of background and grasp of essential aspects of economic factors, their significant implications and underlying principles, and their applicability to national and international trends, potentials and developments; his knowledge of area and country in which serving or concerning which his position requires such knowledge.

**No. 5 Understanding of Intelligence Functions.** Officer's breadth of background in the various aspects of the intelligence function, knowledge of the broad objectives of the function and techniques for reaching them.

**No. 6 Understanding of International Organization Affairs.** Officer's breadth of background and grasp of essential aspects, political, economic and/or administrative, of international organizations affairs; their implications for national and international policies, trends and developments; his knowledge of the areas with which he is primarily concerned.

**No. 7 Understanding of Labor Factors.** Officer's breadth of background and grasp of essential aspects of labor factors and their relationship to political, economic and social forces; his knowledge of area and country in which serving, or concerning which his position requires such understanding.

**No. 8 Understanding of Political Factors.** Officer's breadth of background and grasp of



essential aspects of political forces, their significant implications and underlying principles, and their applicability to national and international trends, potentials and developments; his knowledge of the area and country in which serving, or concerning which his position requires such understanding.

**No. 9 Understanding of Public Affairs Programs and Techniques.** Officer's knowledge of the broad objectives, underlying intent and significant implications of informational and educational programs and of the techniques and methods of conducting such programs, including his knowledge of area and country in which serving, as appropriate.

### 3.4 Part IV--Other Factors

The instructions contained in the first paragraph of 3.3 above also should be followed in completing this part of the report.

### FACTOR DEFINITIONS

**No. 1 Effectiveness in Applying Laws and Regulations Correctly.** Officer's demonstrated ability in the application of laws and regulations during the rating period.

**No. 2 Thoroughness and Accuracy of Work.** Degree of exactness, precision and conformity to standards or facts, and degree of acceptability of completed work as final.

**No. 3 Analytical Ability and Keeness of Perception.** Officer's ability to perceive and analyze the various factors involved in a situation, to distinguish the significant from the insignificant, to comprehend their relationship, to identify trends, and to estimate their implications.

**No. 4 Effectiveness of Written Expression.** Officer's ability to present logically developed, concise, grammatical written reports; his aptitude for presenting important and excluding unimportant data, and his ability to avoid over-technical nomenclature.

**No. 5 Effectiveness of Oral Expression.** Officer's ability to present logically developed, concise, grammatical oral reports; his aptitude for presenting important and excluding unimportant data, and his distinctness, forcefulness of speech, and choice of words.

**No. 6 Negotiating Ability.** Officer's tact, persistence and forcefulness in reaching agreement with others; the scope of his technical and professional knowledge of negotiable matters; his articulateness and poise in conference environment; and his faculty for astute compromise without sacrifice of ultimate aims.

**No. 7 Skill in Dealing with the Public.** Officer's ability to meet and deal with members of the public in a courteous and pleasant manner, his persuasiveness in convincing others of official policy views, his capacity for resisting inappropriate pressures and for conducting himself in public without revealing personal prejudice or bias, and his demonstrated ability to gain and hold the respect of those with whom he deals.

**No. 8 Effectiveness as Supervisor.** Officer's ability to secure maximum cooperation and effectiveness from subordinates and to stimulate

their growth and development, objectivity and fairness demonstrated in dealing with subordinates; ability to recognize and deal effectively with problems of morale.

**No. 9 Managerial Effectiveness.** Officer's ability to plan, organize and direct a program or work project; capacity to delegate authority appropriately and to provide the necessary leadership for a staff.

**No. 10 Cost Consciousness.** Officer's interest in the prudent use of public funds and his effectiveness toward that end.

**No. 11 Security Consciousness.** Officer's adherence to necessary and established security precautions, including personal security, security of documents, and physical security.

### 3.5 Part V--Comprehensive Comments and Recommendations

The various aspects which should be considered in developing the narrative are indicated below. Discussion of each item should be introduced by the key word or phrase appearing in capital letters.

**3.51 Part V, the narrative section of the efficiency report, is considered by far the most important portion of the report.** The Department attaches little importance to markings in Parts I, II, III and IV of the report which are not justified by very specific statements and examples in Part V.

**3.52 The narrative section of the report should be developed in such a manner as to enable a reader who has never seen the Rated Officer to visualize the latter's capabilities and potential.** Evaluation of potential should not influence evaluation of performance during the rating period, since potential involves the future. Evaluation of the officer's potential will be used in connection with consideration for promotion, training, career development, etc. Concrete illustrations of the Rated Officer's demonstrated ability or lack thereof in the performance of specific major tasks are far more useful than repetitive praise or generalized criticism. A properly completed report will normally contain not less than two full single spaced typewritten pages of narrative text. Naturally, Rating Officers should be as concise as possible, consistent with the objective, eliminating lengthy unsupported praise or condemnation.

**3.52A Personal.** Discussion of this topic in narrative form provides an opportunity for more detailed consideration of the qualities set forth in Part II, "Character," a topic to be discussed under this heading. It is specifically mentioned in the Foreign Service Act of 1946 as one of the factors information on which shall constitute an efficiency record of Foreign Service Officers. Discuss the officer's personality and general impression he makes on Americans and nationals of other countries. Include also his attitude toward his position, his department and the Foreign Service. The part of the supervisors, subordinates and co-workers indicate whether

the officer possesses sufficient moral courage to defend his personal convictions. Comment on physical courage only if instances thereof are known personally to the Rating Officer. Discuss evidences of intemperance. When appropriate, describe the Rated Officer's attitude towards his next assignment.

**3.52B Performance.** Discuss in detail officer's performance and the quality of his work on the job, particularly those factors rated high or low in Parts I through IV above. Where possible, substantiate with concrete examples. Comment on his drafting--Does it show clarity of expression and precision in presentation? Discuss his attitudes towards, and ability to work with, specialists in other sections of the post or the Department. Describe the officer's interest in Departmental and Foreign Service activities outside his specialty. Set forth the reasons why the numerical rating for Negotiating Ability was assigned in Part IV, item No. 6. In discussing his performance, the following questions, arranged by functional specialty, are intended to serve as guidelines for developing the type of presentation which the Department desires. Some of the questions apply to field assignments, some to Departmental positions, and others to both. The questions shown should not be considered all-inclusive, as is evident, they are not directly pertinent to many highly specialized positions for which the Rating Officer himself is expected to develop a full and meaningful narrative section. In addition to the above instructions, when rating Civil Service Officers, their performance is to be evaluated against the performance requirements stated in Part I as well as those items and questions below which are pertinent to their positions:

**Administration:** Does Rated Officer show proper awareness of his function vis-a-vis substantive operations? Has he acquired a sound understanding of the needs of posts for which he has servicing responsibility? Are administrative support commitments to other agencies being promptly and equitably fulfilled? What is the scope of the administrative support operation in terms of size and complexity? What has been the officer's performance with respect to other agencies for whom he is administrative responsible? Are the serviced agencies satisfied? Is he constantly striving for improvements contributing to efficiency, economy, and morale, or is he satisfied with the status quo? Do his decisions command respect for their fairness and impartiality? Have budgetary submissions been accurately and realistically prepared? Has he kept his superiors currently informed regarding the budgetary situation, backlogs, work delays, or other significant operating matters in his area of responsibility? Are vouchers prepared and paid promptly? Are disbursing functions efficiently handled and required reports submitted accurately and on time? Is there a program for the effective utilization, replacement and accounting for Government-owned office machines, confidential property and automotive vehicles. Has adequate attention been given to the post security

program and personnel assigned to it? Are post personnel policies and practices contributing to maximum utilization of personnel, maintenance of current classification and wage structures, and improved morale? Has the officer displayed unusual ability and ingenuity in keeping the post's administrative complex as a unit, working harmoniously in spite of short staffing, inexperienced staff, etc., to the extent that he merits special credit? Is his knowledge of the various types of Foreign Service Department work sufficient to enable him to make valid and recommended with respect to his area of responsibility? Does the Rated Officer show special aptitude for administrative work? Is it his chief field of interest? Has this officer truly made administrative an arm of the overall management of the Embassy?

**Commercial:** Is Rated Officer fully cognizant of United States foreign policy objectives and interests in the area of country? Is he effective in developing and promoting American trade and investments consistent with U.S. foreign policy objectives? Does he size up and promptly report on realistically feasible trade opportunities that come to his attention? Does he anticipate, recognize and promptly report on actual or potential competition, engendered locally or by other countries; changing market conditions, or new policies, laws, or regulations affecting American products, trade or investments? Is he effective in helping American business concerns involved in trade disputes or other difficulties? Does he establish and maintain fruitful relations with American and local business communities? Does he travel within host country or does he confine his contacts to the city of his assignment? Have U.S.R.P. requirements been met fully and on time? Can he communicate effectively in the language of host country? Does he develop effective programs for officially sponsored visits to and from the United States? Does he effectively coordinate his work with other interested sections and elements of the post? Does he show special aptitude for commercial work? If not, his chief field of interest?

**Consular:** Do Rated Officer's relations with the local and/or American publics reflect credit on the United States? Does he maintain effective liaison with Political, Economic and Public Affairs Officers? Are regulations used as a pretext for not rendering services, or does he exert every effort to give assistance consonant with the regulations? Are Protection and Welfare cases handled promptly and efficiently? Has he established good relations with local persons whose cooperation can be helpful in the discharge of his duties? Have work simplification procedures received sufficient attention? Does he show the courage of his convictions, or must they be buttressed by superiors? For example, are advisory opinions frequently sought unnecessarily? Conversely, are they always sought when warranted? Is such action? Does he ensure that subordinate personnel are kept fully abreast of changes in regulations or policy threatening affecting operations? During rating period has post or Department been caused embarrassment

ment because of ill conceived official actions on the part of the Rated Officer? Are reasons for visa refusals appropriately explained so as to minimize misunderstanding and adverse reactions? Have proper arrangements been made for the reception and treatment of callers? Are prompt and meaningful replies made to private and official queries? Does the Rated Officer show special aptitude for consular work? Is it his chief field of interest? If not, does he approach his work in good spirit?

**Economic:** Does the Rated Officer meet fully the requirements of the more technical aspects of his position, e.g., internal finance, balance of payments, commercial policy, budget, mining and minerals, etc.? Does he make good clear recommendations in his reporting? If officer is charged with coordination and/or direction of other agencies' programs, how effective is he in that work? In accordance with his responsibilities, does he establish and maintain fruitful relations with American and/or local leaders in business, banking, and government? Does he provide useful analysis of the facts he obtains, relating them both to United States' and other Governments' policies? Has he shown astuteness in predicting the progress of and defining the problems of the host country's economy? Have CERP assignments been met in a fully adequate and competent manner? Does he tend to believe all societies should conform to his own preferences in economic organization and activity? Is he aware of the political, politico-military and public affairs influences working on the economy and perceptive of their effects? Does he understand regional problems and possibilities? Does Rated Officer show special aptitude for economic work? Is it his chief field of interest?

**Intelligence:** Does Rated Officer endeavor to make original and timely intelligence contributions which have a practical value to action officer, or is he content to fulfill repetitive scheduled assignments? Does he meet deadlines? Does he attempt to ferret out intelligence material from areas of the Department and other Government agencies and to develop new sources of intelligence, or does he tend simply to rephrase easily obtainable reports and published materials? To this end, does he establish and maintain useful relations with other agencies? Does he make imaginative and well-considered analysis, or does he simply gather facts together? Does he form and propose intelligence judgments of his own or does he parrot those of others and of his superiors? Does he maintain effective relations with officers in other areas of the Department to improve use of the intelligence product? Does the Rated Officer show special aptitude for intelligence work? Is it his chief field of interest?

**International Organizations:** In addition to describing the Rated Officer's performance in the specialized function to which he may be assigned, e.g., political, economic, administrative, politico-military, atomic energy, disarmament, etc., the Rating Officer will cover the following: Does the Rated Officer have thorough knowledge of the treaties, agreements, regula-

tions, procedures, and precedents affecting his duties? How effectively does he employ them in his work? Does he maintain productive work relations with interested Department of State, military and other agencies' personnel and with his counterparts in the other delegations? Is he sufficiently cognizant of pertinent economic, political, politico-military and public affairs considerations, as they affect the United States and other countries concerned? Does he show a knowledge and understanding of the policies, aims, weaknesses and strengths of the opposition and uncommitted delegations? Has he shown astuteness in anticipating the positions and moves of the opposition, of uncommitted countries and of our allies? Does his reporting contain analytical commentary useful for the development of policy? Is he effective as a negotiator, as a drafter, as a speaker, as a committee participant and leader? Does he have the foreign language skills, the leadership and organizational talent and representational abilities required for the effective performance of his work? Does he show an aptitude for International Organization affairs? Is it his chief field of interest?

**Labor:** Does the Rated Officer have sufficient background (education, training, experience) to meet fully the requirements of his position? Does he establish and maintain fruitful relations with American and foreign leaders in labor? Does he provide significant analysis of the facts he obtains, relating them both to United States and other Governments' policies? Has he shown astuteness in predicting the influence of labor upon the host country's economy: local, national and international policies or political alignments? Does he effectively coordinate his work with other interested sections and elements at the post? Can he communicate effectively in the language of the host country? Does he promptly report information obtained and does he fully meet reporting requirements? Is his reporting limited to facts or does it contain analytical commentary useful to end-users in developing policy? Does he understand regional developments? Does he travel within host country or is he content to view happenings from his desk? Are his contacts limited to labor officials or has he sought out other important sources of information? Is he effective in promoting U.S. labor policies through representation and negotiation? Is he aware of the political, politico-military, economic and public affairs influences working on labor and appreciative of their effects? Does he develop effective programs for officially sponsored visits to the U.S. and for visitors from the U.S.? Does he show special aptitude for labor work? Is it his chief field of interest?

**Political:** Is the Rated Officer sufficiently cognizant of pertinent economic, politico-military, and public affairs considerations in forming judgments regarding political matters? Does he maintain productive work relations with his counterparts in the foreign ministry, and among military and other agencies' personnel, or in the embassies of friendly powers? If officer is charged with coordination and/or direction



of other agencies' programs, how effective is he in that work? Do his predictions regarding political happenings usually materialize in such a way that he might properly be characterized as an astute observer of the political affairs of the area of his responsibility? Does he promptly report information obtained so that it is of maximum value to his superiors? Is his reporting limited to facts or does it contain analytical commentary useful to end-users in developing policy? Does his reporting show knowledge and understanding of the policies and aims of the opposition, its weaknesses and strengths? Does he travel within host country, or is he content to view happenings from his desk? Are his contacts limited to government officials and those persons within the social whirl, or has he sought out other important, but more difficult to obtain, sources of information? Does the Rated Officer show special aptitude for political work? Is it his chief field of interest?

**Public Affairs:** Is Rated Officer fully cognizant of United States objectives in the area or country of his responsibility? Has he developed a program which is likely to contribute to both short and long-term objectives? Does his program extend to the general public throughout the country of his responsibility or is it limited to a small, perhaps important, but unrepresentative group of individuals in major cities? Is he an effective public speaker? Would it be desirable to have him scheduled for speeches in the United States? Has his program been carefully coordinated with political, economic and consular officials? How accurate has he been in measuring and predicting public opinion? Has he developed fruitful relationships with cultural, educational and press leaders? Give examples. Does he develop effective programs for officially sponsored visitors to the United States? Does he develop effective programs for informing the various segments of the American public on U.S. foreign policy? Do officers outside the public affairs field have confidence in his judgments regarding matters falling within his sphere of activity? Does Rated Officer show special aptitude for public affairs work? Is it his chief interest?

**3.52C Executive Ability.** Indicate the officer's skill in keeping his organization in a state of good morale, running smoothly and efficiently and his willingness to delegate responsibility. Discuss his capacity to obtain teamwork, to maintain discipline, and to elicit the respect and loyalty of those supervised. Has he shown the ability to prepare truly descriptive and objective efficiency reports? Are the lines of authority clearly understood or are there overlapping lines of authority? Could there be better or more efficient utilization of personnel, space, equipment or funds? Is the guidance effective and intelligent? Are initiative, resourcefulness, creative ability, self-development and training encouraged and rewarded? Is progress being measured against set goals? Has the organization responded in periods of stress? How effectively does he execute U.S. policy? Are responsible officers

and elements kept informed of changes in policies and procedures? Is there adequate exchange of information among key members of the staff? Discuss, to the extent pertinent, also the following: How effectively does he supervise the post or give direction to the posts under his jurisdiction or coordinate and direct other agencies' programs? How effectively does he formulate and coordinate programs and activities for which he is responsible, and assure coordination of those related activities of which he does not have direct charge? Is adequate administrative support being given to each section and to each attached element? Has a rotational program for PSO-8's been put into effect? Is the post communicating a favorable image of the U.S. and the American way of life? Do the members of the post participate appropriately in community activities?

**3.52D Policy Shaping.** Cite instances of outstanding conceptual originality, vision, creative imagination and sound judgment which, combined with a facility of written and oral expression, might be indicative of broad gauge potential for policy planning.

**3.52E Physical.** Fitness, emotional stability-- discuss health, endurance, self control, emotional control, and stamina under pressure.

**3.52F Representation** (not applicable to Civil Service Officers). Clearly set forth the officer's representational effectiveness. Is the officer really learning about the people and culture of the country of assignment? Does he show an ability and a willingness to develop close and effective social relationships with citizens of the host country? Do his representational activities emphasize those relationships having a true value to the United States, e.g., in entertaining, does he concentrate on guests useful to the mission or does he tend to invite only persons whose company he personally enjoys? Is lack of proficiency in a language of the country a handicap in representation?

**3.52G Class** (not applicable to Civil Service Officers). If the job is graded at least two classes above or below the officer's class, discuss his work in the light of this fact.

**3.52H Family** (not applicable to Civil Service Officers). Describe. Include comments on spouse's representational and language capacity, tact, and discretion and attitude toward staff.

**3.52I Training.** How is officer applying training already afforded him at Government expense; for instance, how effective is the language and area specialist in applying acquired knowledge to his present assignment? What further training is desirable? Why?

**3.52J Adverse Factors.** Discuss fully any matters which might affect placement or promotion, state steps you have taken to assist in overcoming defects.



**3.52K Placement.** What would be an appropriate next assignment? Why?

**3.52L Improvement.** What has officer done during the period covered by this report to improve his usefulness to the Department or the Foreign Service? To what extent has he improved his knowledge of the historical, political, economic, social and cultural aspects of the area of his specialty or of his assignment? What are his reading habits? Was the officer actively engaged in improving his language qualifications? Indicate the number of hours of instruction he received in the principal local language and any other language studied during the period. Of these, show the number of hours of instruction at the officer's own expense. What percentage of instruction was taken during off-duty hours? Is officer receiving incentive bonus for language proficiency? Amplify the foregoing, as necessary.

**3.52M Reaction.** During the rating period have you discussed the officer's performance with

him? If so, was the discussion specific, or general? What was his reaction?

**3.52N Summary.** Include any additional information which is pertinent to the performance of the Rated Officer, and, in rating Foreign Service Officers, include any further observations which might be useful to Selection Boards in comparing the Rated Officer with other officers of his class, including comment on his general usefulness and service potential. With respect to each officer rated, summarize his strongest and weakest characteristics.

#### 4. INSTRUCTIONS TO REVIEWING OFFICER

**Part VI--Reviewing Officer's Statement.** Follow the instructions on the form. If no review at the post is possible, a senior officer at the supervisory post should be given an opportunity to review the report if practical. Subordinate officers should not be asked to review efficiency reports prepared by higher ranking officers.